Analysis and Discussion on Overtime Phenomenon From the Perspective of Cross-culture

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Abstract. Under globalization, the rapid development of China's economy has attracted a large number of foreign joint ventures to set up companies, and a large number of foreign outstanding talents come to China to work. Because of different social systems, there is a difference in the way they deal with the problem. At present, the phenomenon of overtime work in China is serious, and foreign employees are not adapted to China's high-intensity overtime. In this paper, we used Hofstede's cultural dimension to analyze the 996 working system of 58 city employees, and compared with the overtime work of Chinese foreign invested enterprises, so as to find out the difference of Chinese and foreign overtime culture. Based on the above analysis, we come up with the following suggestions that the foreign employees should take the initiative to adapt themselves to Chinese culture, seek for intersections and common goals with unites, and the organizations should respect the unique culture of foreign employees and develop flexible overtime policies.

Introduction
From 2001 China joined WTO, to 2015 the state launched the national policy of "The Belt and Road", and then to 2017, 115 Chinese companies shortlisted Forbes top 500, China has already opened to the world. At the same time, the rapid development of China's economy has attracted a large number of foreign joint ventures to set up companies, and a large number of foreign outstanding talents come to China to work. However, because of the different social systems and different cultural backgrounds, the Chinese and foreign employees have difference in the behavior and the way of dealing with the problems. At present, the phenomenon of overtime work in China is serious and the intensity of work is great, so the foreign employees are not adapted to China's high-intensity overtime.

The Universality Problem of Working Overtime
Overtime Phenomenon Are Ubiquitous

China is in the wave of economic globalization. All managers are facing severe challenges. Management activities that work in specific countries may not work in another country. Businesses are facing the political, social, legal and cultural differences that exist among people in different countries and abroad. [1] Overtime means that employees are still working while resting at home. The recent announcement of the implementation of the 996 working system by 58 city has drawn widespread media attention and heated discussions in the society. There's news on the internet said 58 city full staff will be implemented the work system that from 9 o'clock am to 9 o'clock pm, working six days per week, commonly known as "996", while the company does not give any compensation, including overtime pay or other subsidies. The "996" incident is only an epitome of the serious overtime phenomenon in china.

Zhaopin joint Peking University Social Research Center has launched the "2012 annual survey on China's workplace human balance index" shows (30,000 participants),the average working time of Chinese employees in the company is 8.38 hours. 30.3% of people work more than 10 hours a day, and the maximum working time is 16 hours.65.8% of the workplace people need to continue to work for the company after returning home. The survey also showed that 60% of workers are
experiencing a deteriorating health condition due to frequent overtime work. However, when employees face the promotion and elimination mechanism of enterprises, they voluntarily work overtime. Beijing Epanel market consulting firm has also conducted a sample survey of office workers aged 18-45 in three cities of Beijing, Shanghai and Guangzhou (Figure 1 below). The result shows that overtime is common.

The Rapid Increase in Quantity for Foreign Joint and Foreigner Working to China

The development of economic globalization is a major trend of economic development in the world at present. It closely ties production, trade and science and technology in various countries. Economic globalization has also led to the rapid development of China's economy. China has gone to the world and demonstrated its strong influence. Under this background, a large number of foreign-invested enterprises entered China. In 2015, there were as many as 26,575 foreign-invested enterprises set up in nationwide, an increase of 11.8% over the same period of last year. Meanwhile, the number of expatriate employees in multinational corporations surged. Adapting to the work and culture needs of foreigners has become an issue to be studied urgently.

At the same time, with the gradual progress of economic integration in the world, the number of foreign workers coming to China has increased. The number of foreign nationals in China ranks in the top 3 is (the sixth census): 120,750 Korean employees in China, there were 71,493 U.S. persons in China and 66,159 Japanese persons in China. At the same time, Canada's policy toward China is undergoing major adjustments and it is proposed to start free trade agreement negotiations and help 100,000 Canadian students to study in China.

The continuous expansion of the scale and scope of foreign-invested enterprises and the surge of foreign workers in China, as a result, people realize that different cultures cause various management problems. Therefore, management will face many cultural risks such as management risks, superior risk of ethnic groups, communication risks and business habits. [2]

At the same time, Chinese and foreign workers have shown quite different opinions on the issue of overtime work. Taking China and Japan as examples, employees in the two countries do not exclude overtime work. Japanese employees are more active in overtime work. Almost all of them work overtime, and they also believe that overtime shows the spirit of selfless dedication. Because overtime has become a common phenomenon in Chinese society. Due to the rapid economic development in China, overtime has become a pervasive phenomenon in Chinese companies. Chinese employees have to work overtime because companies need employees to work overtime to complete their business performance targets. If employees do not work overtime, employees may not be recognized by the organization, and even worse, employees may lose their jobs.

However, Western countries such as United States are very much opposed to the mandatory overtime work. They think overtime will deprive them of their freedom. American employees think the duty of an employee is to finish the job. They think that the company recruits them into the company in order to get them to do their job, not spend it on their time. They pay attention to the
balance of work and life, pay more attention to their own legitimate rights and interests. Therefore, foreign workers facilitate the contradictions between enterprises due to overtime work.

Staff Differentiation and Problem Analysis

Hofstede's Cultural Dimensions Theory

Professor Hofstede believes that culture is a psychological process that people have in common in one environment and can distinguish one group of people from others. Hofstede conducted a survey of 160,000 employees in more than 50 countries in the world, analyzed and compared the data then put forward Hofstede's cultural dimension theory. In international academic fields, Professor Hofstede is considered as the authority on study how cultural differences and cultural differences influence management strategies. He concludes with six dimensions for measuring values: power distance, uncertainty avoidance, individualism/collectivism, masculinity and femininity, long-term orientation and short-term orientation, indulgence and restraint. Hofstede's theory of cultural dimensions has been recognized as the most valuable and influential theory in cross-cultural management theory through repeated demonstration and practice. Hofstede's cultural dimension theory is undoubtedly an important tool to deal with cross-cultural issues.

58 city's 996 working system implementation of the full staffs need work from 9 am to 9 pm, 6 days a week, and the company does not give any compensation and subsidies. Compared with the overtime situation of Chinese companies, the foreign-invested enterprises overtime is quite different.

Individualism & Collectivism

Individualism and collectivism measure the overall social concern is the interests of individuals or the collective interests. Individualistic tendencies in society, the relationship between people is relatively loose, people are more concerned about themselves; and collectivism tends to pay more attention to social relations within the community, care for the extended family, strong collective can give people to protect, individuals must be loyal to the community.

There are 77,493 Americans who work or study in China. Americans with strong individualism are very much oppose overtime to take up their private time. In the United States, individualism enjoys popular support. The "Declaration of Independence" in which "everyone is born equal" has begun to show its advocacy of "individualism." But China is different. Although Chinese people detest overtime, they do not resist overtime work. Because China is a collectivist country, they think that dedication to organizations is the right thing to do. The concept of "collectivism" can be traced even back to the pre-Qin period, when Confucianism was a master. Confucian culture has always been highly praised for collectivism. In Confucian view, human values can be divided into self-worth and social value. Only by realizing their own social values, self-worth can be demonstrated to the greatest extent. Confucianism places a heavy emphasis on group values everywhere. As the main way to develop ideal personality and standards. So when the individual value conflicts with the group value, the former must be sacrificed to save the latter.

Figure 2. American Individualism and Chinese Collectivism.
The overtime phenomenon in China is due to two reasons: employees will always serve the community unconditionally, in the interests of the company often have to give up their own interests. The education that Chinese people have received since childhood is: collective interests above everything else. Trust theory, the theory is based on the "cultural system of view." People contribute to groups not because they like to do it, but because doing so is good for their long-term goals.[3] For example, the Japanese are seeking a sense of belonging, and their coordination and understanding can bring them tremendous power. Therefore, the Japanese prefer to work overtime, work overtime to meet their group's desire, but also to bring business benefits. Therefore, overtime in Japanese companies have their unique significance.

P&G, Microsoft are highly individualist companies. They implement flexible working system. Americans think that individual freedom and the pursuit of happiness are the rights of every individual. And the definition of happiness is also defined by oneself, while others have no right to interfere people express their opinions. Society must be fair to protect everyone's rights while infringe upon individual rights is intolerable, the legal system will also protect everyone's rights. In addition to the U.S. law, the standard working hours per week are 40 hours. If employers violate the law, the Labor Department conducts investigations and punishes violations. Americans will put personal interests first, the premise of any individual to do anything is to be satisfied. So if there is compulsory overtime or due to work overtime to occupy the private time phenomenon, then companies will face the legal responsibility.

**Power Distance**

Power distance refers to the degree to which lower status people in society are receptive to unequal distribution of power in society or organization. [4] Because different countries have different understandings of power, there are big differences in each country in this dimension. For example, the United Kingdom, is not very pay attention to power, they pay more attention to personal ability. Asian countries such as China, because of the institutional relationship, pay attention to the binding power.

China and South Korea are regions with high power distances (China PDI: 80, Korea PDI: 60), while the United States, Germany and Britain do not (USPDI: 40, UK PDI: 35). In Chinese enterprises, the social atmosphere of high power distance mainly emphasizes people's respect and obedience to authority. People were educated to listen to elders and managers unconditionally. In China, a country with a high power of distance. Therefore, employees must obey your supervisor, or you may be dismissed. As a result, Chinese employees always suffer from overtime work. They always obey the enterprise police.

Western countries pay more attention to the pursuit of personal ability, these countries have low PDI. Due to historical influences and the political system, most countries in Asia place great emphasis on power and binding power. In countries with high PDI, rankings should be considered in a strict order and power owners should maximize their power. For example, countries such as China, South Korea and Japan should pay attention to the orderliness of their children and young people. The countries with low power distance index advocate personal freedom, and the relationship between people is an equal and coexistent relationship. The managers and administrators also have equal relationship outside the work; in the aspect of power distance, Chinese and Western culture difference. [6] Foreign-invested managers have low PDI workers in countries that are less privileged and tend to be suspicious and rejected about overtime orders issued by business managers. They are educated to challenge the authority and oppose what they think wrong, it is an obligation. They refuse to work overtime and they will not compromise.

**The Suggestions for Proper Handling of Overtime Problems**

**The Foreign Employees Should Take the Initiative to Adapt Themselves to Chinese Culture, Seek for Intersections and Common Goals with Unites**

China (China has the highest long-term orientation index) is oriented by long-term orientation,
while the United States is oriented by short-term orientation. Long-term emphasis on potential long-term interests or results, everything tends to think of the future, not the current. Chinese managers think the overtime of employees at this stage is for the long-term interests of the enterprise. The short-term orientation focuses on current and short-term benefits and outcomes.

In my opinion, it is especially important for managers and employees to seek "unity." When managers and employees have a common goal to find common ground in their work goals, they have the foundation and motivation for a common project. The ultimate goal of business is to profit, employees work hard to achieve the goal of self-worth and to meet the needs of personal life. Businesses can provide overtime workers (remuneration is indeed an effective hardware business executives, remuneration will directly affect the working mood of employees, but also should avoid the Sausage effect. Cannot be over-rewarded. Some companies think that work overtime Expenses or salaries, even if the implementation of overtime policy, the company's employees do not have too much dissatisfaction.

This makes long-term managers should be more tolerant. Long-term Confucianism is a very inclusive culture. Managers should convey the company's corporate culture, emphasizing continuous dedication, while humble and cautious to maintain collective harmony. Short-term orientation of employees tend to pay more attention to the enjoyment of the current life, do not want to sacrifice for the future. Therefore, managers and staff unification goals is very important.

The Organizations Should Respect the Unique Culture of Foreign Employees and Develop Flexible Overtime Policies

Some large-scale international enterprises have a large number of domestic and foreign employees, so they should formulate suitable overtime policies according to their cultural characteristics. The core of western society is individualism. This is the crux of the foreign staff's inability to adapt to Chinese culture. Individualistic people long for freedom and want to have their own time. The company can work out a system for employees to work overtime at home. The company sets the appropriate task, and these employees can take the unfinished work home and do overtime pay in accordance with Chinese law. This will help these employees not only avoid overtime work late and go home dangerously, but also help employees get along with their families and provide employees with a more comfortable working environment.

Businesses can also provide breaks for employees who work overtime. This policy is also in line with China's national conditions. Companies can make flexible overtime hours and overtime workers can enjoy more vacation or subsidy than those who do not work overtime. Appropriate rest is also beneficial to employees in a more perfect physical and mental state back to work. This will help employees to have more energy to work efficiently and provide more leave to ensure that they have enough time with their families.

At the same time, the low power distance index of the staff in the high power distance index of the country will inevitably have a sense of incompatibility. The power distance affects many aspects of people's communication. Therefore, managers should regularly talk with foreign employees, employees feedback their ideas to the managers, managers and then based on the ideas of foreign staff to make flexible changes.

The Country Should Improve the System of Accountability and Wage Calculation Standards

Enterprises arrears workers overtime pay is very serious. 33.5% of the enterprises did not have any overtime compensation policy. Although 30.4% of the enterprises in the adjustment said that employees are compensated for overtime work, they have paid little compensation and cannot match the efforts of their employees. I think that if the problem of overtime pay can be solved scientifically, the overtime phenomenon in China will be recognized by everyone, and over overtime will be eased. [7]

Perfect salary calculation standard. Contrast the overtime law of all countries, the United States 1.5 times the wage, France is to give 10% -50% more overtime costs. China's labor law stipulates that workers should be arranged on rest days and their replacement cannot be arranged. They should pay a salary of not less than 200 percent of their salaries. For those working on legal holidays, they
should pay no less than 3 percent of their salaries. One hundred salary pay. It seems that the cost of overtime in China surpasses that of the developed countries in Europe and the United States, which have a relatively perfect system of protecting the rights and interests of workers. This is not the case. Although the wage multiples of overtime in China are clear, the regulations and policies do not specifically explain the base of wages that should be referred to. Some enterprises make an article based on wage technology and their overtime wages are even lower than the normal wage. Learn from the well-developed system of workers' rights and interests in Europe and the United States developed countries. In Japan, there are strict legal provisions for the payment of overtime pay. According to the Japanese Ministry of Health, Labor and Welfare regulations, employees only work overtime, the company must pay overtime. Overtime is based on the normal hourly rate (monthly salary ÷ monthly work count), according to the different overtime hours, plus 25% -50% of overtime pay for overtime, monthly overtime hours more than 60 hours, plus 50% of overtime pay.

Conclusion

The reason for the overtime phenomenon is very complex. Overtime overtime is not correct, but the national development must go through this phenomenon. The phenomenon of overtime in China is both a matter of historical formation and of the particularity of the national conditions. As well as the problems that must be faced in the necessary stage of social and are not solved in the short term. In the special period, their are many foreign-invest enterprises infiltrate into China, we should learn the excellent management system of foreign enterprises and integrate it with China's national conditions so as to further improve China's management system. At the same time, flexible policies should be formulated for enterprises with a large number of foreign employees without affecting the organization.

References